YOUR GOALS

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NTIS and eCornell – eTraining Partners

Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of 18 certificate programs and 60 courses.

Visit the NTIS - eCornell website to register
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CERTIFICATE PROGRAM
FOODSERVICE MANAGEMENT

4-course Certificate in Foodservice Management

SHA07 **Foodservice Management Systems: Issues and Concepts**
SHA08 **Foodservice Management Systems**
SHA09 **Developing a Baseline for Restaurant Revenue Management**
SHA10 **Developing and Implementing a Strategy for Restaurant Revenue Management**

Course Experience—Program Quality

eCORNELL

Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Learning experiences that target individual competencies and skills

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose

- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor

- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations

- New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.

- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.

- In the end, 95% of students would recommend to their peers that they take an eCornell course.

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OVERVIEW

Each year, hundreds of professionals who want to sharpen their existing skills, develop new skills, and enhance their understanding of Foodservice Management participate in executive education programs from Cornell's School of Hotel Administration. eCornell has worked hand-in-hand with the Hotel school to adapt its renowned Professional Development Program for convenient online delivery in the form of two professional certificate series:

- Four-course Certificate in Foodservice Management
- Eight-course Master Certificate in Foodservice Management

These certificates examine the issues and challenges of the foodservice industry and outline strategies that contribute to a successful foodservice operation. Courses focus on a systems approach to foodservice management. Participants learn how to manage the major areas of menu planning, purchasing, receiving, storage, production, and control systems. They assess the effectiveness of several foodservice systems, use a service blueprint to improve the service delivery process and increase profits, and examine such variables as client flow, menu planning, dining time, optimal table mix, meal duration, and variable pricing.

Participants who complete the Master Certificate in Foodservice Management also learn about strategies to increase profitability through improved human-resource management, financial management, superior service, and the creation of a competitive marketing position that builds their value proposition.

Once the most effective strategies have been identified, participants focus on how to implement desired changes efficiently to produce measurable improvement in market share and overall revenue for their foodservice operation.

Note: eCornell courses can be used to satisfy requirements for on-campus Professional Development Program certificates as well as online Foodservice Management certificates. Two online courses (15 hours of instruction per course) are equal to one on-campus course (30 hours of instruction per course).

Four-course Certificate in Foodservice Management

Component Courses

Foodservice Management comprises the following four courses totaling 60 hours of learning:

- SHA07 **Foodservice Management Systems: Issues and Concepts**
- SHA08 **Foodservice Management Systems**
- SHA09 **Developing a Baseline for Restaurant Revenue Management**
- SHA10 **Developing and Implementing a Strategy for Restaurant Revenue Management**

Target Audience

This certificate is appropriate to foodservice professionals from hotels, chain and independent restaurants, and other hospitality outlets looking to increase profits and advance their careers. It is also ideal for hospitality professionals from other disciplines seeking to transition into foodservice positions.

Accreditation

Participants who successfully complete the requisite courses will receive a Certificate in Foodservice Management from Cornell University's School of Hotel Administration.

Course Overview

The foodservice industry faces a very specific set of challenges. Managers and owners of profitable foodservice operations understand and know how to take advantage of industry trends to drive success for their organization. In this course, participants will examine the issues and challenges of the foodservice industry and strategies that contribute to a successful foodservice operation. The course will focus on a systems approach to foodservice management that drives profitability through improved human resources management, superior service, and a competitive marketing position that builds a value perception for their customers.

Target Audience

This course is indispensable for managers, supervisors, and entrepreneurs in the foodservice industry who want to create or maintain a profitable, dynamic foodservice business.

Organizational Outcomes

Participants who complete this course will be able to:
- Use a systems approach to improve the performance of a foodservice operation
- Effectively use strategies for managing trends and fads
- Recognize and avoid the key reasons for failure in the foodservice industry
- Recognize and utilize the key factors for success in the foodservice industry
- Employ strategies for influencing customer value perception
- Conduct market research to assess and develop a restaurant concept
- Design and implement superior service and human resources systems

Course Benefits

In this course, participants learn about:
- The systems approach for the foodservice industry
- The lifecycle of a restaurant
- Factors that drive a restaurant toward success or failure
- Issues and challenges of foodservice operations
- Food and beverages trends
- Major functions of the marketing system
- Strategies for influencing customer value perception
- The function and components of a service system
- Key elements of a human resources system
- The staffing subsystem
- The scheduling subsystem

Certificate

This course is part of the following certificates from Cornell University's School of Hotel Administration:
- **Master Certificate in Essentials of Hospitality Management**
- **Certificate in Foodservice Management**

Faculty Author

Stephen A. Mutkoski, Ph.D.
Professor
School of Hotel Administration
Cornell University

SHA08 Foodservice Management Systems: Operations

Course Overview

The most successful foodservice organizations use an efficient systems approach to foodservice management. They understand that every aspect of their operation must be standardized and well-organized if they are to remain solvent and achieve maximum profitability. In this course, participants will learn a comprehensive systems approach to managing the major areas of menu planning, purchasing, receiving, storage, production, control and management, and marketing and merchandising. Participants will assess the effectiveness of several foodservice systems and learn to select the most effective approach for their specific organization.

Target Audience

This course is vital for managers, supervisors, and entrepreneurs in the foodservice industry who want to learn how to organize their operation, increase cost efficiency, and maximize profitability.

Organizational Outcomes

Participants who complete this course will be able to:
*   Design a menu layout that meets the needs of the market and the financial goals of the organization
*   Select suppliers that are reliable, cost efficient, and of the highest quality
*   Develop standard operating procedures for a receiving department
*   Design and implement a highly effective storage and maintenance system
*   Employ a production system that attains a superior level of quality and consistency, while focusing on safety and sanitation
*   Organize a control system to maximize the efficiency of personnel
*   Use management tools and techniques to analyze the effectiveness of the overall operation
*   Implement marketing and merchandising strategies that increase revenues and customer base

Course Benefits

In this course, participants learn about:
*   Menu planning and design
*   Pricing strategies based on demand
*   Functions and specifications of an effective purchasing system
*   Strategies for implementing checks and balances in a receiving department
*   Standard operating procedures for a storage and issuing department
*   Key functions of a foodservice control system
*   Activities and attributes of a successful foodservice manager
*   Competitive analysis and effective advertising strategies

Certificate

This course is part of the following certificates from Cornell University's School of Hotel Administration:
*   **Master Certificate in Essentials of Hospitality Management**
*   **Certificate in Foodservice Management**

Faculty Author

Stephen A. Mutkoski, Ph.D.
Professor
School of Hotel Administration
Cornell University

SHA09 Developing a Baseline for Restaurant Revenue Management

Course Overview

The most successful restaurants achieve maximum profits in their food and beverage operations by carefully adhering to advanced revenue management theory. They go beyond the conventional focus on average check, labor, and food-cost percentages to a detailed analysis of revenue per available seat hour (RevPASH). In this course, participants conduct a detailed data analysis of arrivals, occupancy, and meal duration for a particular restaurant. They use tools such as fishbone diagrams and bottleneck analyses to understand fully the factors responsible for a restaurant's performance. They also learn how to use a service blueprint to improve the service delivery process and increase profits.

Target Audience

This course is essential for restaurant managers, supervisors, and entrepreneurs who want to increase profits through a complete understanding of revenue management.

Organizational Outcomes

Participants who complete this course will be able to:
- Improve occupancy rates
- More efficiently control meal duration
- Identify and understand demand patterns
- Perform a bottleneck analysis to identify slow points in customer flow
- Use a fishbone diagram to analyze cause and effect in the delivery of service
- Create a service blueprint to identify specific elements of the service delivery process

Course Benefits

In this course, participants learn about:
- Implementing advanced restaurant revenue management strategies
- Components of meal duration
- Time study as a tool for identifying the sources of duration problems
- RevPASH (Revenue Per Available Seat Hour) calculation
- Managerial uses of RevPASH
- Demand patterns and unconstrained demand
- Relationship between table mix and party-size mix
- Defined strategy to accommodate arrival patterns and manage occupancy
- Managerial uses of load charts
- How service blueprints, fishbone diagrams, and bottleneck analyses can be used to increase profitability

Certificate

This course is part of the following certificates from Cornell University's School of Hotel Administration:
- **Master Certificate in Essentials of Hospitality Management**
- **Certificate in Foodservice Management**

Faculty Author

Sheryl E. Kimes, Ph.D.
Professor
School of Hotel Administration
Cornell University

SHA10 Developing and Implementing a Strategy for Restaurant Revenue Management

Course Overview

In the highly competitive restaurant industry, leading organizations remain profitable by knowing when and how to implement new revenue management strategies. They constantly assess those variables that influence the efficiency, effectiveness, and profitability of their organization. Using a simulation, participants learn to use baseline data to identify effective revenue management strategies that result in high returns. They will examine such variables as client flow, menu planning, dining time, optimal table mix, and variable pricing. Once they've identified the most effective strategy, participants focus on how to efficiently implement desired changes that result in a measurable improvement of revenues.

Target Audience

This course is vital for restaurant managers and supervisors responsible for maintaining and increasing revenues. It is also indispensable for entrepreneurs who want to increase profits for their operations.

Organizational Outcomes

Participants who complete this course will be able to:
- Implement effective strategies to increase "hot" revenue
- Measure improvements resulting from currently implemented strategies
- Design an optimal table mix to increase revenues
- Introduce strategies to reduce variation in dining time
- Use pricing strategies to make price more variable and increase profit
- Calculate the costs of various elements of implementation

Course Benefits

In this course, participants learn about:
- Hot/warm/cold approach to restaurant revenue management
- Strategies for managing arrivals and meal duration
- Internal and external aspects of meal duration
- Elements of an optimal table mix
- Common mistakes in price customization
- Perceived fairness in the effective use of variable pricing
- Menu engineering
- Implementation issues related to staffing, management, and training
- Baseline "hot" revenue calculation

Certificate

This course is part of the following certificates from Cornell University's School of Hotel Administration:
- **Master Certificate in Essentials of Hospitality Management**
- **Certificate in Foodservice Management**

Faculty Author

Sheryl E. Kimes, Ph.D.
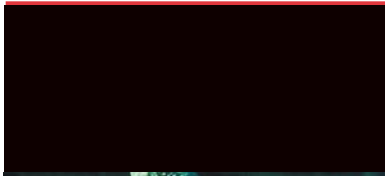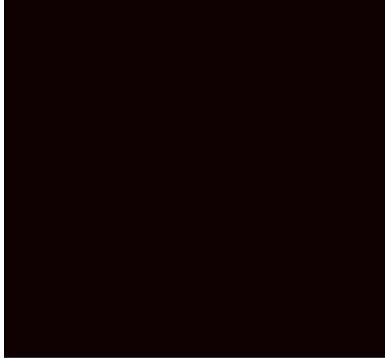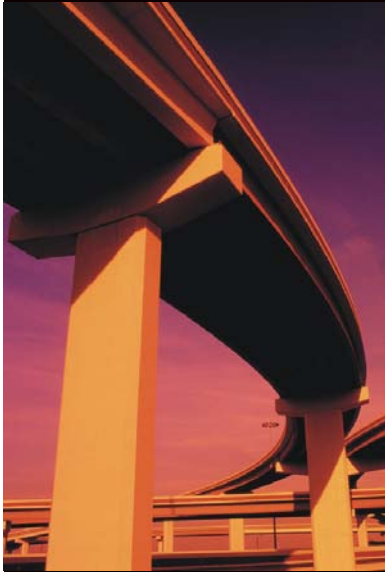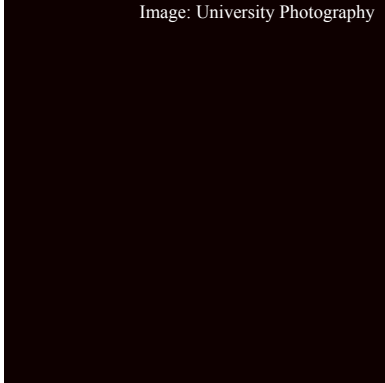Professor
School of Hotel Administration
Cornell University

Image: University Photography

In 1865 Ezra Cornell had a vision.

"I would found an institution where any person can find instruction in any study."

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.